```
                    CITY    COMMISSION

                    CITY    MANAGER

              ADMINISTRATIVE    SERVICES
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ADMINISTRATION

	01/02	02/03	03/04
DIR OF ADMIN SVCS	1	1	1
ASST DIR ADMIN SVCS	0	0	1
ADMIN ASST	1	1	0
SECRETARY III	1	1	

HUMAN RESOURCES*

HUMAN RESOURCES*

	01/02	02/03	03/04
PERSONNEL DIR	1	1	1
ADMIN AIDE	0	1	0
SR ACCT CLERK	1	1	1

RECRUITMENT AND ASSESSMENT

	01/02	02/03	03/04
EMPLOYMENT MGR	1	1	1
PERS ANALYST	3	3	3
PERS ASSISTANT	2	2	2
SERVICE CLERK	2	2	2
RECEPTIONIST	1	1	1
WORD PROC SEC	1	1	1
PERS SVC CLERK	1	1	1

CLASSIFICATION AND COMPENSATION

	01/02	02/03	03/04
CLASS & COMP MGR	1	1	1
CLERK II	1	1	1
PERS REC SPEC	1	1	1
CLERK III	1	1	1
SERVICE CLERK	1	1	1

TRAINING

	01/02	02/03	03/04
ORG DEV&TRAIN MGR	1	1	1
TRAINING SPECIALIST	0	1	1

EMPLOYEE RELATIONS

	01/02	02/03	03/04
EMPLOYEE REL DIR	1	1	1
ASST EMP REL DIR	1	1	1
ADMINISTRATIVE AIDE	1	1	1
PERSONNEL ASST	1	1	1

SUMMER YOUTH PROGRAM

	01/02	02/03	03/04
ADMINISTRATIVE AIDE	0.5	0.5	0

INFORMATION TECHNOLOGY

ADMINISTRATION

	01/02	02/03	03/04
INFO TECH DIRECTOR	1	1	1
TECH SUPP COORD	2	3	3
ADMIN ASSIST I	1	1	1
DATA CONTROL CLERK	1	0	0

TECHNICAL STRATEGY

	01/02	02/03	03/04
MGR TECH STRATEGY	1	1	1
SR TECH STRATEGIST	3	3	2
TECH STRATEGIST	3	3	3
WEB ENGINEER	0	0	1
INTERN	0.5	0.3	0.5

TECHNICAL SERVICES

	01/02	02/03	03/04
MGR OF TECH SVCS	1	1	1
DATABASE ADMIN	1	1	1
CUST SUPPORT ADMIN	1	1	1
COMPUTER OPER II	1	1	1
COMPUTER OPER I	2	2	2
SYSTEMS ADMIN	1	1	1
NETWORK ADMIN	1	1	1
DATA CENTER SUPV	1	1	1
SR TECH SUPP ANLYST	1	1	1
TECH SUPPT ANALYST	5	5	6
INTERN	0.5	1.25	1.25

GEOGRAPHIC INFORMATION SYSTEMS

	01/02	02/03	03/04
GIS COORDINATOR	1	1	1
GIS SPECIALIST	2	2	2

RADIO COMMUNICATIONS

	01/02	02/03	03/04
TELECOM MGR	1	1	1
ASST TELECOM MGR	1	1	1
CLERK TYPIST II	1	1	1
CLERK II	0	0	0.5
INTERN	0.5	0.5	0

TELEPHONE COMMUNICATIONS

	01/02	02/03	03/04
TELE SYS SUPV	1	1	1
TELE SYS SPEC	1	1	1

CENTRAL SERVICES ADMINISTRATIVE SUPPORT

	01/02	02/03	03/04
ADMIN AIDE	1	1	1
COPYMAIL TECH	1	1	1
CENTRAL SVCS MGR	0	0	1
REPROGRAPHIC SUPV	0	0	1

RECORDS MANAGEMENT

	01/02	02/03	03/04
REPROGRAPHIC SUPV	1	1	0

PRINT CENTER

	01/02	02/03	03/04
PRINT SHOP SUPV	1	1	1
OFFSET PRESS OPER	1.5	1.5	1.5
COPY/MAIL TECH	1.5	1.5	0
GRAPHIC DESIGNER	0.5	0.5	1
MESSENGER	1	1	1

PROCUREMENT/MATERIALS MANAGMENT

ADMINISTRATION

	01/02	02/03	03/04
PURCHASING MGR	1	1	1
SR PROC SPEC	1	1	1
PROC SPEC II	3	3	3
PURCHASING ASST	2	2	1
ADMIN AIDE	0	0	1.5
CLERK II	1	1	1

CENTRAL STORES

	01/02	02/03	03/04
CENT STORES SUPV	1	1	0
STOREKEEPER II	2	2	1
PROC SPEC I	0	0	1
CLERK III	1	1	0

PARKING & CENTRAL SERVICES

PARKING ADMINISTRATIVE SUPPORT

	01/02	02/03	03/04
PARK&CENT SER MGR	1	1	1
FINANCIAL ADMIN	0	1	1
ADMIN AIDE	1.5	1.5	1
SR PARKING SVC REP	0	1	1
CLERK III	2	1	1
ACCOUNTING CLERK	2	2	3
CUST SVC REP I	6	6	6
OFFICE SUPV	1	1	1

PARKING LOTS

	01/02	02/03	03/04
PKG LOT ATTN	3	3	3
M/M WORKER II	1	0	0
COIN COLLECTORS	2	0	0
PKG MTR MECH TRN	0	3	1

INSTALLATION

	01/02	02/03	03/04
PKG OP SUPV	1	1	1
PKG MTR MECH I	4	0	0
PKG MTR MECH	0	4	4
PKG MTR MECH TRN	0	2	4
PKG MTR TECH	0	5	5
ELECT MTR MECH	5	5	0
SR PKG MTR MECH	1	1	1
M/M WORKER II	2	2	0

PARKING ENFORCEMENT***

	01/02	02/03	03/04
SR PKG ENF SPEC	2	0	0
PKG SERVICE OFFC	19	0	0

PARKING GARAGE

	01/02	02/03	03/04
FACIL MAINT COORD	0	1	1
MM WORKER III	1	0	0
MM WORKER II	2	2	3
MM WORKER I	0.5	0.5	0

SECURITY

	01/02	02/03	03/04
SECURITY GUARD III	1	1	1
SECURITY GUARD II	2.50	2.50	3.50
SECURITY GUARD I	4.25	6.25	4.50

FLEET

	01/02	02/03	03/04
ASST PKG & CS MGR	1	1	1
AUTO & EQUIP ENG	1	1	2
ADMIN AIDE	2	2	2

*FORMERLY PERSONNEL
**FORMERLY PURCHASING
***TRANSFERRED TO POLICE

ADMINISTRATIVE SERVICES DEPARTMENT

MISSION

Be the Best, Serving the Best.

FY 2003/2004 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Adopted
DIVISION: Office of the Director			
Total Budget (General Fund)	$643,605	$673,094	$1,797,447
Total FTE's	3	4	7
Total Budget (Parking Fund)	N/A	N/A	$238,810
Total FTE's	-	-	4.5
Total Budget (Central Services Fund)	N/A	N/A	$477,404
Total FTE's	-	-	4.5

1. Goal: Foster a departmental commitment to excellent service for our varied customers. This commitment is promoted through shared leadership, employee recognition and support, and a spirit of enthusiasm.

   Objective: a. Provide overall management services and coordination for the department, including the coordination of responses to citizen and Commission inquiries, monitoring of the departmental budget and administering the City's Service Award Program.

2. Goal: Provide City departments with the highest quality printing and graphic products possible at a competitive rate.

   Objective: a. Review charges to meet actual expenses and remain competitive, while providing a level of service unobtainable on the outside. Maintain a savings of at least 25% over outside commercial printers.

Selected Performance Measures	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Target
Workloads/Outputs:			
Sheets Thru Press (Impressions)	7,709,000	8,600,000	9,000,000
Efficiency:			
Impressions per Operator	3,860,000	4,300,000	4,500,000
Cost per 1,000 Impressions	$53.71	$49.00	$48.00
Effectiveness:			
Lower Than Outside Printing Companies	29%	30%	30%

3. <u>Goal</u>: Provide City employees and the public with access to City Records and ensure that the City remains in compliance with State Public Records Laws.

   <u>Objectives</u>: a. Monitor and control Records Storage and microfilming contracts to ensure availability of records and that the records are maintained in accordance with state law.

   b. Update, print and distribute Records Retention Manuals, Records Management Handbook and the City's Policy and Standards Manual.

4. <u>Goal</u>: Provide reliable City Hall and adjacent parking garage security.

   <u>Objectives</u>: a. Provide security in City Hall.

   b. Provide receptionist functions in City Hall lobby.

   c. Escort employees to the parking garage after normal working hours.

DIVISION: Information Technology	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Adopted
Total Budget (General Fund)	$4,036,826	$3,948,990	$4,100,577
Total FTE's	30.6	31.25	32.75
Total Budget (Central Services Fund)	$1,360,958	$1,653,820	$1,830,629
Total FTE's	5.5	5.5	5.5

5. <u>Goal</u>: Provide, support, and maintain quality information technology products and services to City employees for the purpose of creating performance efficiency and effectiveness using innovative implementation of new technologies. Additionally, provide for e-government capability to the citizens of Fort Lauderdale in order to increase their convenience of transacting business with the City.

   <u>Objectives</u>: a. Assist departments in expanding their use of the Internet and Intranet to enhance the delivery of information and services to customers.

   b. Coordinate and assist with deployment of technology throughout the City via the annual Department Technology Plans.

   c. Complete the implementation of the document management imaging and workflow system for the Human Resources Division and research the expanded use of this technology in other areas throughout the City.

   d. Implement new Fire-Rescue records management system including mobile computing units by the end of FY 03/04.

   e. Continue to improve the reliability and availability of applications and systems by implementing fault-tolerant technologies such as server clustering and network redundancy providing automatic failover.

f. Implement an Institutional Network (I-Net) drastically increasing data communication speeds, improving reliability, and saving thousands of dollars each year. This infrastructure will lay down the groundwork for the interoperability between voice, video, and data services creating a rich computing environment that will streamline and enhance the City's service to the public.

g. Minimize risk by implementing security software and procedures that enforce the City's policies on computer usage and protect against unauthorized access internally and via the Internet.

Selected Performance Measures	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Target
Workloads/Outputs:			
Network Users	1,000	1,150	1,190
Helpline Calls	10,332	9,424	9,500
Efficiency:			
Average ISD Personnel Cost/Call*	$19.21	$19.09	$19.09
Effectiveness:			
Helpline Calls Resolved Within 4 Hrs	86 %	86 %	N/A
Helpline Calls Resolved At First Contact	32 %	36 %	41%

*As reported by Help Desk Institute's 99/00 Best Practices survey, the average cost of a helpline call is $20 to $29.

6. <u>Goal</u>: Provide effective and economical radio and telephone communications for all City offices and regulate the use of the City's rights of way by telecommunications services providers, cable television franchise holders and the placement of antennas and towers within the City.

Objectives: a. Develop plans for improved electrical grounding at the Utilities' radio communications site.

b. Continue developing plans for expanded coverage for the City radio system.

c. Continue to work towards linking City radio system with County radio system.

d. Select new long distance telephone service provider and contract better pricing structure.

Selected Performance Measures	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Target
Workloads/Outputs:			
Radios in Service	1,803	1,850	1,880
Radios Repaired Monthly (Average)	57	55	55
Telephones in Service	1,765	1,805	1,855
Telephone Service Requests (Avg/Day)	15	15	15

Selected Performance Measures	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Target
Efficiency:			
Turnaround Time for Radio Repairs (Days)	6.7	6	6
Telephone Work Tickets Completed in 24 Hours or Less	10	10	10
Effectiveness:			
Radios Returned Due to Improper Repair	<1 %	<1 %	<1 %
Radio System Uptime	99.99 %	99.99 %	99.99 %
Telephone System Uptime	99.99 %	99.99 %	99.99 %

DIVISION: Parking & Fleet Services	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Adopted
Total Budget (Parking Fund)	$5,910,002	$6,225,301	$6,504,975
Total FTE's	61.5	47	47
Total Budget (Vehicle Rental Fund)	$12,062,171	$13,610,933	$15,644,221
Total FTE's	4	4	5

7. <u>Goal</u>: Furnish functional, reliable and economical vehicles and fleet-related equipment necessary for the conduct of City operations.

   <u>Objectives</u>: a. Implement the planned replacement of 170 vehicles and pieces of equipment.

   b. Update the "Fleet Plan" and projected vehicle and equipment replacement costs through FY 2004/2005.

   c. Successfully monitor and control the "Fleet Management & Maintenance Services Agreement" with First Vehicle Services to ensure vehicle and equipment maintenance and repairs are optimized to minimize downtime and costs and protect the overall fleet investment.

   d. Implement new contract with First Vehicle Services (effective 10/1/03).

Selected Performance Measures	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Target
Workload:			
Vehicle/Equip. Work Orders Completed	15,261	15,645	16,000
Vehicle/Equipment PM's Completed	4,714	4,838	4,965
Efficiency:			
Reduce Veh/Equip Turnaround Time for Repairs of Public Safety Units (Police & Fire): No. of Repairs > 24 Hours/Month	64	71	70
Reduce No. of Fleet Veh/Equip Repairs > 48 Hours/Month	98	91	< 95

Selected Performance Measures	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Target
Effectiveness:			
Maintain Overall Fleet Availability > 95%	97.3 %	97 %	> 95 %

8. Goal: Provide safe and convenient parking in a professional, efficient, and innovative manner.

Objectives: a. Provide well-maintained and repaired parking meters thus minimizing meter malfunctions while increasing meter revenue.

b. Provide excellent customer service when assisting the public.

c. Complete the replacement of soft case meter housings with hard case housings to minimize meter vandalism and revenue theft by the end of this fiscal year.

d. Continue using a detail officer in the City Parking Garage (CPG) on Friday and Saturday evenings and continue with the supplemental lot and CPG trash pickups. This will provide our customers comfort and security.

e. Implement a pay-by-phone system to supplement the Internet payment system for citations by the end of the fiscal year to increase customer convenience and provide more efficient use of Customer Service resources for customers.

f. Pursue expansion of parking facilities.

g. Assist Engineering to develop plans for the replacement/upgrade of the CPG elevators.

h. Continue to provide a wider array of customer-convenience features with new parking meter technology including new Smart Park in-car meters and SmartCard value-added pre-paid debit cards for cashless meter payment.

i. Build fund reserves for future expansion of parking facilities included in the Downtown Master Plan and Transit System proposals.

Selected Performance Measures	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Target
Workloads/Outputs:			
Citations Issued Annually (Excluding Voids)	118,618	144,150	145,000
Total Parking Spaces	9,194	9,214	9,214
Hours CPG Maintained per Week	130	130	130
Efficiency:			
Total Parking Spaces Maintained per Mechanic	1,286	1,316	1,316
Effectiveness:			
Citations Voided (% of Issued)	3.6 %	3.0 %	3.0 %
Citations Paid Annually (% of Issued) (Industry Standard is 75%)	71 %	68 %	75 %
Citations Dismissed or Waived	3.1 %	11.2 %	5.5 %

	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Adopted
DIVISION: Human Resources			
Total Budget	$2,195,510	$2,487,867	$2,391,532
Total FTE's	24.5	24.5	24.5

9. Goal: Provide professional human resource management services by encouraging personal and professional growth, developing innovative methods, building a positive image, creating employee satisfaction and promoting teamwork.

Objectives: a. Recruit and identify quality candidates for employment through targeted recruitment and advanced professional assessment techniques.

b. Identify training needs of individual departments and provide programs that address those needs.

c. Develop and implement systems and procedures which will effectively provide for equal employment opportunity.

d. Continue the ongoing practice of compensating employees fairly in terms of both internal and external equity.

e. Plan, organize and direct the labor and employee relation activities of the City including: union contract negotiations, resolving labor/employee relation problems, and promoting labor management cooperation.

f. Conduct special projects such as Document Imaging.

Selected Performance Measures	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Target
Workloads/Outputs:			
Applications Processed	11,900	8,380	8,000
Appointments, Hires, Promotions, etc.	616	458	400
Efficiency:			
Human Resource Division Budget as a % of City Total Expenditures*	0.6 %	0.7 %	0.7 %
Effectiveness:			
Customer Service Survey (% Rated as Excellent)	88.2 %	94 %	90 %

*The 2003 Median National Benchmark was 0.9% as published in the annual survey/report conducted by the Bureau of National Affairs, Inc. and the Society for Human Resource Management (recognized by the Saratoga Institute as the annual Human Resources Effectiveness Report [HRER]).

DIVISION: Procurement & Materials Management	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Adopted
Total Budget (General Fund)	$668,374	$688,657	$690,402
Total FTE's	9	8	7
Total Budget (Central Services Fund)	$313,741	$300,128	$181,903
Total FTE's	4	4	2

10. <u>Goal</u>: Provide quality procurement and materials management services through the use of automation, increased efficiency, professionalism and good relations with City departments and the business community.

   <u>Objectives</u>: a. Ensure the City the best possible pricing for required goods and services, consistent with acceptable quality and other required needs.

   b. Continue to use technology to obtain greater competitiveness in the marketplace and fully implement on-line requisition and on-line vendor registration.

   c. Assist all using departments in ensuring contractor/vendor compliance and assist in negotiating unresolved issues. Monitor department compliance with the Purchasing Code.

   d. Final close of Stores operation and turnover to Fleet operation.

   e. Issue purchase orders in a timely and efficient manner, from receipt of acceptable requisition (15 days on average).

f. Ensure the City is obtaining the best possible value for the travel dollars spent and monitor compliance with the City's travel Policy & Standards Manual (PSM).

g. Increase City's outreach to Minority Business Enterprise/Women Business Enterprise (MBE/WBE) vendors and monitor City department compliance with related MBE/WBE objectives and conduct outreach fairs.

h. Further expand use of City P-card program to drive cost efficiencies for small dollar purchases.

Selected Performance Measures	FY 2001/2002 Actuals	FY 2002/2003 Estimated	FY 2003/2004 Target
Workloads/Outputs:			
Purchase Orders Issued (Includes RPA's)	15,454	11,855	11,000
Completed Solicitations	187	134	185
Efficiency:			
Cost to Process Purchase Order	$43.25	$60.87	$49.31
Effectiveness:			
Days to Issue a Purchase Order*	16	16	15

*A survey by Arizona State University reports the national average time the public sector requires to issue a purchase order is 23 days.

FY 2002/2003 MAJOR ACCOMPLISHMENTS

Working together, the Human Resources and Information Technology Divisions replaced the City's antiquated Payroll/Personnel Software System with a modern, more flexible system.

The City's Central Stores Warehouse was closed, saving approximately $500,000 annually.

The Parking Services Division began major repairs to the downtown City Park Garage and the City Hall Garage.

The citation payment time frame was extended to 20 business days to provide more reasonable payment "due by" dates for customers.

An Internet on-line citation payment process was implemented to provide increased customer convenience.

Collections for "out-of-state-owner" citations were outsourced resulting in an estimated $150,000 net revenue.

The citation appeals process was outsourced to the Broward County Clerk of Courts to provide customers with a timely and objective process; eliminating one part-time position for a salary savings of approximately $20,000, while increasing revenues.

The Information Technology Division implemented virus and "Spam" filtering software to improve employee productivity by eliminating unnecessary emails.

Various information technology security measures were implemented to protect the City's data infrastructure from malicious intent. The City obtained Enterprise Level Certification as a result of this effort and was able to avoid two major worldwide virus attacks.

In a coordinated effort, the Information Technology and Procurement and Materials Management Divisions expanded the use of an on-line purchase requisition system to all city departments. This system allows for paperless workflow on requisition creation, approval and purchase order creation. Over 100 users now use the system to move requisitions through an entire process in hours that used to take days.

Human Resources Division continued development of workflow procedures, testing of new Document Workflow and Imaging Software System, and began testing of final product delivered by the vendor. The new system will automate the job application process, allow applicants to apply for jobs using the City's web site and place "old" personnel records in accessible digital storage.

WebTrac was installed for the Parks and Recreation Department to allow the public to complete program registration via the Internet; installed TeleTrac to allow for registrations via a touch-tone telephone.

Various new and updated existing Geographic Information Systems (GIS) map layers and datasets were acquired to allow City staff greater efficiency and effectiveness.

The number of GIS maps available for public access via the City's web site were increased; color digital ortho photos (color aerials) were also updated.

ADMINISTRATIVE SERVICES DEPARTMENT

		FY 2001/2002 Actual	FY 2002/2003 Orig. Budget	FY 2002/2003 Est. Actual	FY 2003/2004 Adopted
General Fund					
Revenues					
Taxes	$	67,370	0	0	0
Charges for Service		981,721	777,900	987,141	885,275
Fines & Forfeitures		433,613	300,000	385,000	483,000
Miscellaneous Revenues		869,541	756,268	766,857	776,950
Total	$	2,352,245	1,834,168	2,138,998	2,145,225
Expenditure					
Salaries & Wages	$	4,198,329	4,238,023	4,325,390	4,369,589
Fringe Benefits		1,193,211	1,480,866	1,505,657	1,817,077
Services/Materials		2,285,827	2,517,163	2,493,874	2,466,416
Other Operating Expenses		326,793	366,751	324,290	254,876
Capital Outlay		455,054	68,000	236,074	72,000
Total	$	8,459,214	8,670,803	8,885,285	8,979,958
Insurance Fund					
Expenditures					
Services/Materials	$	76,699	107,000	119,689	107,000
Total	$	76,699	107,000	119,698	107,000

ADMINISTRATIVE SERVICES DEPARTMENT

		FY 2001/2002 Actual	FY 2002/2003 Orig. Budget	FY 2002/2003 Est. Actual	FY 2003/2004 Adopted
Parking Fund					
Revenues					
Charges for Service	$	5,541,204	5,267,650	5,603,250	7,506,800
Fines & Forfeitures		2,036,692	2,810,000	2,908,500	3,303,000
Miscellaneous Revenues		407,051	244,100	213,000	172,500
Total	$	7,984,947	8,321,750	8,724,750	10,982,300
Expenditures					
Salaries & Wages	$	2,037,506	1,641,094	1,484,072	1,829,564
Fringe Benefits		629,115	617,209	579,804	860,659
Services/Materials		1,016,026	1,344,670	1,553,317	1,579,772
Other Operating Expenses		1,753,686	1,920,719	2,017,137	2,172,490
Capital Outlay		473,671	349,523	590,971	301,300
Total	$	5,910,002	5,873,215	6,225,301	6,743,785
Central Services Fund					
Revenues					
Charges for Service	$	3,144,430	2,269,676	2,612,500	2,161,038
Miscellaneous Revenues		168,918	149,223	138,497	132,629
Total	$	3,313,347	2,418,899	2,750,997	2,293,667
Expenditures					
Salaries & Wages	$	583,766	635,278	544,229	577,745
Fringe Benefits		185,910	235,742	234,847	250,667
Services/Materials		1,084,448	1,203,080	1,240,150	1,487,372
Other Operating Expenses		764,971	209,910	222,853	142,652
Capital Outlay		46,625	69,900	133,428	31,500
Total	$	2,853,916	2,353,910	2,375,506	2,489,936
Vehicle Rental Fund					
Revenues					
Charges for Service	$	12,973,399	12,836,800	13,022,326	14,481,540
Miscellaneous Revenues		1,444,739	969,364	752,752	1,134,730
Other Sources		822,500	0	0	0
Total	$	15,240,638	13,806,164	13,775,078	15,616,270
Expenditures					
Salaries & Wages	$	231,480	226,678	221,397	297,725
Fringe Benefits		60,586	68,331	65,288	118,953
Services/Materials		5,104,670	6,421,673	6,146,037	7,089,155
Other Operating Expenses		199,508	202,167	208,927	273,474
Capital Outlay		6,465,928	6,570,500	6,969,284	7,864,914
Total	$	12,062,172	13,489,349	13,610,933	15,644,221